

## DEPARTMENT OF PERSONNEL

## OVERVIEW

The mission of the Department of Personnel is to attract, develop, and retain a high quality workforce for State, county and municipal governments. The Department maintains a partnership with management and labor to deliver a fair, efficient human resource system rewarding quality, merit, and productivity.

Established initially as the Civil Service Commission, the Department's role within the State has shifted from being a purely regulatory agency to an agency that serves as an advisory and customer service hub on personnel issues for State and local agencies. This Department serves as an essential component in the State for developing and implementing sound human resource policies and providing the technical support necessary to avoid costly litigation.

The Department of Personnel also has a statutory role as the agency responsible for job classification, leave management, salary administration, and most workforce related matters. The Department has a constitutional role in the administration of a Merit System ensuring that "appointments and promotions shall be made according to merit and fitness to be ascertained...by examination which...shall be competitive...". In meeting this mandate the Department centrally administers the Civil Service process.

**FY 2007 Budget Highlights**

The Fiscal 2007 Budget for the Department of Personnel totals \$24.0 million, a decrease of \$1.5 million, or 5.8% below the fiscal 2006 adjusted appropriation of \$25.5 million. This recommendation includes budget reductions of \$1.3 million in salary savings as a result of unfunding vacancies and attrition of positions. In addition, a \$0.2 million reduction will be realized in the Human Resource Development Institute from management efficiencies.

**Department Accomplishments**

In fiscal 2006, the Department of Personnel focused on enhancing its core services. From developing testing products and capabilities, to strengthening technology for human resource professionals across the State, to improving programs that focus on employee productivity and performance, the Department of Personnel has increased its value in fiscal 2006 to the various constituencies it serves.

One of the most important functions of the Department is its statutory and constitutional responsibility to administer a competitive testing process for State, municipal, and county jobs. In fiscal 2006, the Department has administered almost 11,000 examinations for the following positions: Family Service Specialists, Security Guards, Professional-Level Trainees, Parole Officers, Probation Officers, Engineers, Social Workers, and Clerical titles. In the first six months of fiscal 2006, the Department administered more than 3,000 police promotional examinations. During the same period, the Department conducted Fire Lieutenant/Captain oral examinations for more than 1,500 candidates, one of the largest groups of candidates for this title in recent history.

In the second half of fiscal 2006, the Department will announce the entry-level law enforcement examination (LEE), for which it anticipates more than 30,000 candidates. The Department also anticipates issuing the next entry-level firefighter test this fiscal year, which should result in over 12,000 candidates. The Department also

is planning to issue promotional announcements for State Corrections and Sheriff's Officer Titles, benefiting close to 4,000 candidates.

With heightened focus on public safety and correction/custody functions in recent years, the Department has addressed an ever growing law enforcement employee population with increasingly complex job responsibilities. Despite budget limitations, the Department has been vigilant in ensuring a relevant, comprehensive, and secure selection process for these and many other critical positions.

In fiscal 2006, the Department focused on giving State and local government customers improved business technology tools, thereby enabling the Department to increase customer satisfaction and delivery of service. In fiscal 2006, the Department successfully installed the County and Municipal Personnel System (CAMPS) in over 200 county and municipal jurisdictions. With CAMPS, county and municipal governments have an automated vehicle to expeditiously process their personnel transactions. County and local governments also can use CAMPS as their primary human resource information system at no cost to them. The training, installation, and follow-up process will continue in fiscal 2007, with a projected 300 additional employers gaining access to CAMPS.

To reduce valuable time spent on a traditionally manual process, the Department successfully completed the automation of the Classification Support System (CSS) in fiscal 2006. This automation provides immediate response to personnel classification requests and other position related issues. In the past, these requests were processed in a cumbersome, paper-driven process that took months. By automating this process, the Department is able to redirect its limited staff into areas of greater need.

To continue to improve services to New Jersey's diverse population, the Department implemented a new automated calling system in fiscal 2006 that provides information in Spanish to address the needs of a growing Hispanic population. This automated calling system can direct customer calls to staff with knowledge of particular questions, reducing unnecessary transfer of calls.

To strengthen New Jersey's public workforce, the Department of Personnel has refocused on programs that enhance and support employee productivity. In fiscal 2006, the Department of Personnel's Employee Advisory Service went live with a 24-hours-a-day, 7-days-a-week hotline, providing expanded counseling and return-to-work services to meet the needs of government employees and agencies.

The State of New Jersey depends on its public workforce to be productive and healthy. In creating Working Well New Jersey, the Department of Personnel launched a program that is designed to prevent wellness related barriers that inhibit employee productivity. The Department's Commissioner initiated this program in partnership with the Department of Health and Senior Services, by utilizing internal resources and creating partnerships with all State agencies to provide information and opportunities for employees to improve their overall wellness, along with that of their families.

# PERSONNEL

## DEPARTMENT OF PERSONNEL

### SUMMARY OF APPROPRIATIONS BY FUND (thousands of dollars)

Year Ending June 30, 2005					Year Ending June 30, 2007		
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended	2006 Adjusted Approp.	Requested	Recom- mended
<b>GENERAL FUND</b>							
25,448	6,939	---	32,387	30,535	25,463	23,990	23,990
---	2	---	2	---	---	---	---
<u>25,448</u>	<u>6,941</u>	<u>---</u>	<u>32,389</u>	<u>30,535</u>	<u>25,463</u>	<u>23,990</u>	<u>23,990</u>
<u>25,448</u>	<u>6,941</u>	<u>---</u>	<u>32,389</u>	<u>30,535</u>	<u>25,463</u>	<u>23,990</u>	<u>23,990</u>
<i>Total Appropriation, Department of Personnel</i>					<i>25,463</i>	<i>23,990</i>	<i>23,990</i>

### SUMMARY OF APPROPRIATIONS BY PROGRAM (thousands of dollars)

Year Ending June 30, 2005					Year Ending June 30, 2007		
Orig. & (S)Supple- mental	Reapp. & (R)Recpts.	Transfers & (E)Emer- gencies	Total Available	Expended	2006 Adjusted Approp.	Requested	Recom- mended
<b>DIRECT STATE SERVICES - GENERAL FUND</b>							
<b>General Government Services</b>							
3,954	---	---	3,954	3,859			
14,447	1,628	---	16,075	15,646	3,440	3,440	3,440
2,383	---	---	2,383	2,382	14,963	14,368	14,368
725	---	---	725	725	2,468	2,371	2,371
3,939	5,311	---	9,250	7,923			
					725	528	528
					3,867	3,283	3,283
<u>25,448</u>	<u>6,939</u>	<u>---</u>	<u>32,387</u>	<u>30,535</u>	<u>25,463</u>	<u>23,990</u>	<u>23,990</u>
<u>25,448</u>	<u>6,939</u>	<u>---</u>	<u>32,387</u>	<u>30,535</u>	<u>25,463</u>	<u>23,990</u>	<u>23,990</u>
<u>25,448</u>	<u>6,939</u>	<u>---</u>	<u>32,387</u>	<u>30,535</u>	<u>25,463</u>	<u>23,990</u>	<u>23,990</u>
<i>Total Direct State Services - General Fund</i>					<i>25,463</i>	<i>23,990</i>	<i>23,990</i>
<b>TOTAL DIRECT STATE SERVICES</b>					<b>25,463</b>	<b>23,990</b>	<b>23,990</b>
<b>CAPITAL CONSTRUCTION</b>							
<b>General Government Services</b>							
---	2	---	2	---	---	---	---
---	2	---	2	---	---	---	---
---	2	---	2	---	---	---	---
<u>25,448</u>	<u>6,941</u>	<u>---</u>	<u>32,389</u>	<u>30,535</u>	<u>25,463</u>	<u>23,990</u>	<u>23,990</u>
<i>Total Appropriation, Department of Personnel</i>					<i>25,463</i>	<i>23,990</i>	<i>23,990</i>

## 70. GOVERNMENT DIRECTION, MANAGEMENT, AND CONTROL

### 74. GENERAL GOVERNMENT SERVICES

#### OBJECTIVES

1. To continue to support the Merit System and human resource needs of its primary stakeholders including the 190,000+ State and local Merit System employees, all State, county, and local employers in the Merit System and those NJ residents seeking public sector employment.
2. To administer a fair, equitable, and secure recruitment and selection process, providing qualified eligibles to address the staffing needs of State, county, and local employers.
3. To maintain and coordinate the Classification Plan (titles, job descriptions, job requirements, layoff rights, and related compensation factors) for approximately 190,000 State, county, and local employees.

4. To establish, interpret, and enforce workforce policies and provide technical assistance to agencies in their administration of these policies.
5. To administer multiple State employee compensation plans for approximately 80,000 career, senior executive, and unclassified employees.
6. To provide a fair and impartial administrative forum for appellate and dispute resolution activities.
7. To ensure that employee rights are protected during any workforce reduction effecting State or local jurisdiction while minimizing the impact of budget reductions by identifying potential alternate employment opportunities and providing outplacement counseling.
8. To ensure equal opportunity for all applicants or employees seeking employment or promotion by developing and monitoring statewide equal employment opportunity and affirmative action (EEO/AA) statutes and policies, providing training and technical assistance to promote and build a diverse and representative government workforce.
9. To provide workforce information systems to government jurisdictions, thereby improving their management of personnel operations through availability of quality workforce information and timely transactions.
10. To ensure availability of quality, cost effective training, and development opportunities to meet current and emerging government business objectives and workplace changes.

**PROGRAM CLASSIFICATIONS**

01. **Personnel Policy Development and General Administration.** Exercises overall direction and control of the Department's operations; develops proposals for revised legislation governing the public career system; issues official rules and regulations which implement the Merit System statutes; develops, evaluates, and adjusts personnel programs; and provides general administrative support.
02. **State and Local Government Operations.** Provides government agencies with guidance and support in organizational design, classification of job titles, and equitable compensation of staff. Responsible for recruitment of applicants; the planning, scheduling, and conducting of examinations; and the preparation of lists of eligible candidates for State and local government positions. The program administers all

reductions in force in State and local government as well as the Senior Executive Service and performance appraisal systems. Responsible for monitoring and processing all new hires and promotions to ensure compliance with Merit System rules. Develops and publishes job specifications for all classified titles in all levels of government while maintaining employment records and monitoring all personnel transactions to ensure compliance with Merit System law and Department rules. Provides information processing support to the Department and its appointing authorities.

04. **Merit Services.** Provides professional, technical, and clerical support services for the Merit System Board and the Commissioner of Personnel; investigates and responds to appeals; maintains agendas and schedules Board meetings; resolves disputes by providing alternate avenues of resolution; prepares and reviews Merit System rules for inclusion in the New Jersey Administrative Code; and ensures compliance with laws and rules governing appointments and determinations.
05. **Equal Employment Opportunity and Affirmative Action.** Monitors affirmative action programs in State agencies for compliance with Executive Order No. 61, P.L. 1981, c.124 (N.J.S.A. 11A:7), and the Americans with Disabilities Act (ADA); develops and implements programs which ensure appropriate representation of protected classes at all levels of responsibility in State government; identifies barriers to equal employment opportunity in the existing structure of the Merit System, and proposes means of eliminating them; distributes information on equal employment opportunity and affirmative action programs.
07. **Human Resource Development Institute.** Under the provisions of Executive Order No. 12, dated August 21, 1990, compiles information on the human resources development and training needs of State government and shares this information with key executives and planners; advises the Governor on human resources development and training plans, policies, and programs; works with State government agencies to prepare human resources development and training plans and programs; presents formal training courses in both common tasks and agency-specific subjects to employees of State government agencies; determines the necessity for the use of training providers from outside State government, and obtains these services as required.

**EVALUATION DATA**

<b>PROGRAM DATA</b>	<b>Actual FY 2004</b>	<b>Actual FY 2005</b>	<b>Revised FY 2006</b>	<b>Budget Estimate FY 2007</b>
<b>State and Local Government Operations</b>				
Open Competitive Examinations Announced .....	2,202	1,760	1,760	1,760
Applications received .....	65,871	55,700	70,000	63,000
Candidates scheduled .....	24,000	43,748	32,000	57,000
Eligibles produced .....	55,000	70,617	48,000	56,000

# PERSONNEL

	Actual FY 2004	Actual FY 2005	Revised FY 2006	Budget Estimate FY 2007
<b>Appointments from Certifications</b>				
State .....	7,002	7,273	6,500	6,500
Local .....	5,581	6,619	5,800	5,800
<b>State Service Provisional Appointees Pending Open Competitive Examination .....</b>				
	1,277	1,071	1,400	1,400
<b>Promotional Examinations Announced .....</b>				
Applications received .....	16,935	25,520	25,000	25,000
Candidates scheduled .....	12,000	15,520	12,000	12,000
Eligibles produced .....	12,800	14,803	11,200	11,200
Promotions made (State) .....	4,800	5,210	3,400	3,400
Titles Abolished .....	478	37	150	150
<b>Calendar Days from Request to Test Announcement</b>				
Open competitive .....	15	15	21	21
Promotional .....	15	15	21	21
<b>Calendar Days to Date of List Issuance - Public Safety</b>				
Law enforcement open competitive .....	90	---	300	---
Law enforcement promotional .....	160	210	260	260
Fire service open competitive .....	330	---	---	400
Fire service promotional .....	210	300	345	345
<b>Examinations Developed and Processed</b>				
Assembled Open Competitive .....	194	196	160	160
Assembled Promotional .....	1,193	1,430	1,000	1,000
Unassembled Open Competitive .....	1,132	1,310	1,000	1,000
Unassembled Promotional .....	1,816	2,461	1,600	1,600
<b>Lists Issued</b>				
Open Competitive Examinations .....	1,767	1,669	1,600	1,600
Promotional Examinations .....	3,722	3,796	3,040	3,040
<b>Announcements Processed Under NJAC 4A:2.7</b>				
<b>Promotional Examination Waivers</b>				
State Symbols .....	349	83	80	80
Local Symbols .....	264	87	80	80
Separate Test Dates .....	115	110	88	88
Applicants Administered Make-up Examinations .....	409	434	350	350
Applicants Administered Exam Review .....	729	1,101	800	800
<b>Merit Services</b>				
<b>Written Record Appeals</b>				
Total received .....	3,676	3,976	4,100	4,100
Total disposed .....	4,523	4,600	4,750	4,750
Pending .....	3,020	2,396	1,746	1,096
Hearings and Major Disciplinary Matters .....	1,479	1,275	1,150	1,150
<b>EEO/AA Appeals</b>				
On hand July 1 .....	61	49	58	67
Received .....	75	80	90	95
Processed .....	87	71	81	100
Backlog .....	49	58	67	62
<b>Human Resource Development Institute</b>				
<b>Employee Advisory Service</b>				
Number of clients .....	1,904	2,026	2,550	2,700
Number of counseling sessions .....	3,812	3,843	4,400	4,900
<b>Training</b>				
Trainees, Direct Delivery .....	22,191	19,703	18,000	18,000
Trainees, Alternative Technologies .....	451	281	100	100
Contact Hours, Direct Delivery .....	203,926	189,682	180,000	180,000
Contact Hours, Alternative Technologies .....	964	572	200	200

**PERSONNEL**

	Actual FY 2004	Actual FY 2005	Revised FY 2006	Budget Estimate FY 2007
<b>PERSONNEL DATA</b>				
Affirmative Action Data				
Male Minority .....	30	36	39	42
Male Minority % .....	7.6	9.4	10.0	10.7
Female Minority .....	106	123	110	120
Female Minority % .....	26.7	32.3	28.1	30.7
Total Minority .....	136	159	149	162
Total Minority % .....	34.3	41.7	38.1	41.4
<b>Position Data</b>				
Filled Positions by Funding Source				
State Supported .....	359	379	374	368
All Other .....	37	55	---	---
Total Positions .....	396	434	374	368
Filled Positions by Program Class				
Personnel Policy Development and General				
Administration .....	48	50	44	45
State and Local Government Operations .....	250	278	228	227
Merit Services .....	36	37	36	36
Equal Employment Opportunity and Affirmative				
Action .....	4	6	4	5
Human Resource Development Institute .....	58	63	62	55
Total Positions .....	396	434	374	368

**Notes:**

Actual payroll counts reported for fiscal years 2004 and 2005 as of December and revised fiscal year 2006 as of March. The Budget Estimate for fiscal year 2007 reflects the number of positions funded.

**APPROPRIATIONS DATA**  
(thousands of dollars)

Year Ending June 30, 2005					Year Ending June 30, 2007			
Orig. & (S) Supplemental	Reapp. & (R) Recpts.	Transfers & (E) Emergencies	Total Available	Expended	Prog. Class.	2006 Adjusted Approp.	Requested	Recommended
<b>DIRECT STATE SERVICES</b>								
<b>Distribution by Fund and Program</b>								
3,954	---	---	3,954	3,859				
14,447	1,628	---	16,075	15,646	01	3,440	3,440	3,440
2,383	---	---	2,383	2,382	02	14,963	14,368	14,368
725	---	---	725	725	04	2,468	2,371	2,371
3,939	5,311	---	9,250	7,923	05	725	528	528
					07	3,867	3,283	3,283
<b>25,448</b>	<b>6,939</b>	<b>---</b>	<b>32,387</b>	<b>30,535</b>		<b>25,463 (a)</b>	<b>23,990</b>	<b>23,990</b>
<b>Distribution by Fund and Object</b>								
Personal Services:								
---	---	---	---	---				
	2,236					56	56	56
19,653	3,125 R	-1,335	23,679	22,352		20,215	18,742	18,742
<b>19,653</b>	<b>5,361</b>	<b>-1,335</b>	<b>23,679</b>	<b>22,352</b>		<b>20,271</b>	<b>18,798</b>	<b>18,798</b>
523	---	-184	339	339		497	497	497
4,313	---	1,438	5,751	5,656		3,842	3,842	3,842
237	---	-4	233	233		237	237	237
Special Purpose:								
93	---	---	93	93	01	93	93	93

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Year Ending June 30, 2005					Year Ending June 30, 2007				
Orig. & (S)Supplemental	Reapp. & (R)Recpts.	Transfers & (E)Emergencies	Total Available	Total Expended	Prog. Class.	2006 Adjusted Approp.	Requested	Recommended	
<b><u>DIRECT STATE SERVICES</u></b>									
29	---	---	29	29	Microfilm Service Charges	02	29	29	29
---	480	---	---	---	Firefighter Examination Receipts	02	---	---	---
---	67 <sup>R</sup>	---	547	118	Test Validation/Police Testing	02	434	434	434
434	---	---	434	434	Americans with Disabilities Act	05	60	60	60
60	---	---	60	60	HRDI Computer Training	07	---	---	---
---	338	-1	1,017	1,017	Services	07	---	---	---
106	680 <sup>R</sup>	86	205	204	Additions, Improvements and Equipment		---	---	---
---	13								
<b><u>CAPITAL CONSTRUCTION</u></b>									
<b>Distribution by Fund and Program</b>									
---	2	---	2	---	Personnel Policy Development and General Administration	01	---	---	---
<b>Total Capital Construction</b>									
---	2	---	2	---			---	---	---
<b>Distribution by Fund and Object</b>									
<b>Personnel Policy Development and General Administration</b>									
---	2	---	2	---	Network Infrastructure	01	---	---	---
25,448	6,941	---	32,389	30,535	<b>Grand Total State Appropriation</b>		<b>25,463</b>	<b>23,990</b>	<b>23,990</b>
<b><u>OTHER RELATED APPROPRIATIONS</u></b>									
<b>Federal Funds</b>									
---	---	323	323	322	Human Resource Development Institute	07	---	---	---
---	---	323	323	322	<b>Total Federal Funds</b>		---	---	---
<b>All Other Funds</b>									
---	4	---	4	4	State and Local Government Operations	02	1,300	1,300	1,300
---	---	---	---	---	Human Resource Development Institute	07	2,000	1,900	1,900
---	4	---	4	4	<b>Total All Other Funds</b>		<b>3,300</b>	<b>3,200</b>	<b>3,200</b>
25,448	6,945	323	32,716	30,861	<b>GRAND TOTAL ALL FUNDS</b>		<b>28,763</b>	<b>27,190</b>	<b>27,190</b>

### Notes -- Direct State Services - General Fund

(a) The fiscal year 2006 appropriation has been adjusted for the allocation of salary program and reallocation of administrative efficiencies.

### Language Recommendations -- Direct State Services - General Fund

Receipts derived from fees charged to applicants for open competitive or promotional examinations, and the unexpended fee balance at the end of the preceding fiscal year, not to exceed \$1,200,000 collected from firefighter and law enforcement examination receipts, are appropriated, subject to the approval of the Director of the Division of Budget and Accounting.

Receipts derived from training services and any unexpended balance at the end of the preceding fiscal year are appropriated, subject to the approval of the Director of the Division of Budget and Accounting.

Receipts derived from Employee Advisory Services are appropriated, subject to the approval of the Director of the Division of Budget and Accounting.

Notwithstanding the provisions of N.J.S.A.11A:6-32, cash awards for suggestions shall be paid from the operating budget of the agency from savings generated by the suggestion, subject to the approval of the Director of the Division of Budget and Accounting.